



2015-2016 Process and Calendar – March 24, 2014

Starting with the development of the 2011-2012 Budget, the City has used a “budgeting for outcomes” (also known as “priorities of government”) process called "Budget One" to develop the City’s budget. The 2015-2016 and 2015-2021 CIP Budgets are proposed to continue using Budget One to develop the City’s budgets.

Budget One is a process that:

- 1) identifies the community’s broad priorities, referred to as “Outcomes”;
- 2) prioritizes services to meet those Outcomes; and
- 3) funds those services within available revenue.

Budget One puts the emphasis on community expectations for government services, not how the City is organized (departments). The process is designed to focus on results and priorities. The budget process shifts the emphasis from paying for costs to buying results. It puts identified community priorities first. Prior to Budget One, the City used a more traditional process of starting with a status quo budget and adjusting up or down based on projected revenue. The Budget One methodology is designed to emphasize accountability, innovation and partnerships.

Budget One Process Milestones:

The 2015-2016 Budget One Process (for both Operating and CIP) consists of:

Milestone/Process Point	2014 Month	Status
Budget Survey of citizens	Survey conducted in January; full report available late March	Completed, highlights in Budget Workshop Book, full report on line
Council validates the seven identified community Outcomes that will frame 2015-2016 Budget, as well as the 2015-2021 Capital Investment Program (CIP) Plan.	February 3	Completed
Neighborhood Leadership Gathering	February 27	Completed
Staff Results Teams develop Cause and Effect Maps and Requests for Results (RFR's) for each Outcome.	February - March	Completed, in Council Workshop book
City Council will provide policy direction and priorities during a Workshop for the development of the operating and CIP budgets. Tentatively, this will include a review of the preliminary financial forecasts, , budget survey data, and a presentation on the ranking criteria (“Requests for Results”) that will be used by the Results Teams to evaluate proposals. Information provided includes the City’s major financial policies	4-hour Budget Workshop	Tonight



2015-2016 Process and Calendar – March 24, 2014

and a series of white papers.		
Service providers or proposal writers (which could be a cross-section of departments, work teams, partnerships, etc.) request funding from the Results Teams in alignment with the Outcomes.	April	
First Public Hearing	May	
Results Teams rank or “buy” proposals; the buying process starts at the top of the list of ranked proposals and moves down the list, buying according to priority, until available funds are spent. A line is drawn at this point, indicating which proposals are funded (above the line) and which are not (below the line).	May to July	
This recommended list then goes to the Leadership Team for a comprehensive review across Outcomes.	July	
Second Public Hearing	July	
A second Council Workshop is traditionally held to provide ongoing policy direction based on the Results Teams’ rankings and to review a revised and updated comprehensive financial forecast that includes the effects of the June-June CPI Cost of Living Adjustment, etc.	July 28 (tentative)	
Leadership Team recommends a budget to City Manager.	Early August	
The City Manager presents his proposed budget to the City Council.	October	
Council reviews, holds a third Public Hearing, deliberates, and adopts a final 2015-2016 Budget and 2015-2021 CIP.	October to December	

The final budget, when adopted by Council, is reflective of identified priorities and efficient/effective service delivery.

Budget One Outcome Areas

On February 3, Council approved using the same budget outcomes utilized in the last two budget cycles:

- **Safe Community** - focusing on maintaining a safe place to live, work and play.
- **Improved Mobility** - focusing on existing and future infrastructure, traffic flow, built environment and travel options.
- **Healthy and Sustainable Environment** - focusing on preserving natural spaces and providing a healthy environment, which supports healthy living for current and future generations.
- **Innovative, Vibrant, and Caring Community** - promoting community engagement and fostering diversity and creativity in City-provided services.
- **Quality Neighborhoods** - creating a “sense of community” by maintaining



2015-2016 Process and Calendar – March 24, 2014

neighborhoods that support families and providing convenient access to day-to-day activities.

- **Economic Growth and Competitiveness** –planning for growth that will add value to the quality of the City and create a competitive business environment that supports entrepreneurs and creates jobs.
- **Responsive Government** - fostering stewardship of financial and property interests, reflecting sound business practices, and ensuring deployment of programs that are necessary to deliver the highest priority services.

Budget One Guiding Principles

In January, building on the 2013-2014 Budget One, the Leadership Team validated the overall guiding principles under which Budget One 2015-2016 will be developed.

Foremost is the Council's long-term policy that quality service programs will be offered by the City of Bellevue.

Other guiding principles included:

- a focus on services that deliver Outcomes important to the community and that are responsive and accessible to all;
- position Bellevue to realize opportunities and enhance the City's image;
- an examination of the entire budget, not just incremental changes from the last budget;
- a commitment to innovation, efficiency, and sound business practice;
- a focus on Citywide, not Department, priorities;
- a long-range strategic approach to an affordable and sustainable budget; and
- if expenditure reductions are necessary, service elimination is preferable to poor or marginal quality programs.